

a) GOAL (People). Improve the care of people and maintain or increase their ownership and pride in the program.

i) Objective. Provide access to effective cultural resources training to enhance professional and personal effectiveness.

(1) Develop a one-day training class to promote sensitivity, understanding and appreciation of cultural resource issues. Offer to district personnel as requested.

(2) Promote and encourage participation of district personnel in PROSECT, government agency and private sponsored training.

ii) Objective. Provide a variety of differing assignments that will allow individuals to maximize their creativity and increase their personal knowledge and skills within the program.

(1) Provide opportunities for field archeologists to work in staff positions on a temporary assignment and provide staff archeologists the opportunity to work as a field archeologist on a temporary basis.

iii) Objective. Utilize the virtual team concept to complete workload requirements by promoting a “team” environment among all cultural resource staff regardless of location.

(1) Maintain a workload tracking mechanism that allows multiple locations to update and choose projects to accomplish.

(2) Have a lessons learned process where successful ideas and processes can be reapplied at different locations.

(3) Utilize resources from multiple agencies to accomplish tasks/projects.

b) GOAL (Process). Implement a cohesive strategy to execute, complete, and monitor the cultural resource program.

i) Objective. Complete a Program Management Plan for the cultural resource program. Update the plan on a periodic basis.

(1) Develop a draft Program Management Plan by June 30, 2002. *Completed.*

(2) Complete a Final Program Management Plan by October 1, 2002. *Completed.*

(3) Update Plan annually (Note: This should be completed prior to the start of a new fiscal year and should be done in conjunction with District Strategic Planning activities).

ii) Objective. Establish an Integrated Process Team for Cultural Resources.

(1) Distribute request for interest, respond and establish membership requirements. *Completed.*

(2) Develop, review, approve and sign Charter.

(3) Periodically meet to complete duties as defined in the Charter.

iii) Objective. Establish a Upper Missouri River Basin Cultural Resources Management Team.

(1) Distribute request for interest, respond and establish membership requirements.

(2) Develop, review, approve and sign Charter.

(3) Periodically meet to complete duties as defined in the Charter.

iv) Objective. Establish cultural resource teams/working groups at all Omaha District projects that will be responsible for establishing plans, prioritizing tasks, reviewing documents and other project related duties associated with cultural resource management.

(1) Distribute request for interest, respond, and establish membership requirements.

(2) Develop, review, approve and sign Charter.

(3) Periodically meet to complete duties as defined in the Charter.

v) Objective. Establish specific cultural resource management plans (CRMP) as an integral part of all district projects' Master Plan and Operational Management Plan (OMP).

(1) Distribute Final Lewis and Clark Lake, South Dakota CRMP to all interested parties. *Completed.*

(2) Award, develop and finalize a CRMP for Lake Francis Case Lake, South Dakota. *Completed.*

(3) Award, develop and finalize a CRMP for Lake Oahe, South Dakota. *In-Progress.*

(4) Update CRMPs on a two-year cycle, providing for wide dissemination, review and comment.

vi) Objective. Periodically conduct cultural resource reviews within the district to ensure customer satisfaction.

(1) Meet with the Project Management organization, either face-to-face or by other means to obtain feedback on the performance of the cultural resource staff and program. Complete on a periodic basis, but no less than semi-annually.

(2) Participate in the PRC/PRB process to inform district management of the programs status.

vii) Objective. Conduct regional program reviews throughout the district to update external customers on execution and upcoming opportunities.

(1) Conduct, either as part of another meeting or as a stand-alone meeting, periodic reviews with interested external customers.

(2) Promote and distribute information through various media, including internet web site, public announcements, handouts and telephone contact.

(3) Promote a listening atmosphere, where information can be shared and concerns or comments can be received.

(4) Annually send out a customer survey to determine the areas in which the program is succeeding and areas that the program needs improvement.

viii) Objective. Establish an inventory of categorized Cultural Resource sites on all district-owned lands.

(1) Complete a database of all sites within the Omaha District, including those identified during the completion of the CRMPs.

(2) Begin evaluation of the inventory to determine and place each item in 1 of 4 categories of significance to facilitate nomination to National Register of Historic Places (NRHP).

(3) Assure that the database is updated as new sites are identified and as new information becomes available.

(4) Link the database to GIS systems to provide a visual representation of sites and their location.

ix) Objective. Complete inventory, evaluation, and testing of sites, and nominate all cultural resources that appear eligible for the National Register (NRHP). On an as-funded basis, surveys are completed, or where the survey is very old, surveys are redone. Sites are tested for their eligibility to the National Register of Historic Places. If the information retrieved indicates that the site should be on or eligible to the National Register, the paperwork to nominate the site is submitted, through the chain of command, to the Keeper of the National Register. To meet this objective the following actions are planned:

(1) Complete surveys in accordance with priorities defined in CRMP's.

(2) Evaluate sites for significance, in accordance with CRMP's.

(3) Annually prepare required documentation to nominate 10 sites for nomination to the NR. Continue to do this until all eligible sites are completed.

(4) Develop a scope of work and/or agreement with a group(s) to complete NR paperwork for the District.

c) GOAL (Process). Meet or exceed statutory requirements and stewardship responsibilities regarding all sites, structures, and objects of historical, architectural, archeological, cultural, paleontological, or scientific significance located on District lands or where affected by District actions.

i) Objective. Enforce existing laws (DM1130-2-11) concerning destruction of significant sites.

(1) **Monitoring Plan.** Complete a monitoring plan for all projects within the District. Ensure that the plan includes both an enforcement and surveillance component. Implement a monitoring plan at a minimum of one project/lake per year.

(2) **Enforcement Program.** Project managers/rangers implement enforcement program to monitor the unauthorized use of cultural resources. Issue citations to violators (guidance in DM 1130-2-420, Visitor Assistance Program).

ii) Objective. Mitigate (DM 1130-2-11) affected sites through avoidance, preservation, protection, or data recovery operation (excavation). Complete all mitigation requirements on time and within budget. There are several ways to

mitigate cultural resource sites. Many times we think of just stabilization activities when we discuss mitigation. Avoidance and data recovery are two other ways of mitigating sites. In general it is preferable to preserve a site in place, if at all possible. The District personnel have protected sites using rock riprap, vegetation, and hay bales. Ideally, every significant site would be preserved prior to being impacted. This can be done through avoidance education, recovery of artifacts prior to loss (data recovery) and preservation activities. We will conduct efforts to preserve sites every year. To meet this objective the following actions are planned:

(1) Prioritization List. Maintain and update a site stabilization prioritization list based on impact to the site. Coordinate this list with all interested parties.

(2) Projects. Initiate at least three mitigation projects per year to prevent/stabilize on-going erosion, if funding is available.

(3) Signage. Post warning signs at project recreation areas and boat ramps, as required, to notify the public of cultural resource concerns.

(4) Real Estate Clearance. Coordinate with appropriate personnel to ensure that real estate clearances are completed prior to access to sites.

(5) Coordination. Coordinate with all affected agencies, tribes, landowners prior to implementation of a protection action.

(6) Innovation. Utilize innovative approaches to solve protection issues.

iii) Objective. Increase public awareness and appreciation of cultural resources through education and involvement. In the cultural resources area where there is a vacuum of understanding and appreciation, looting and artifact collection often appear. Therefore it is important to help the public understand the value in preserving cultural resource sites rather than destroying them. This education and awareness process is an active process, not a passive one. It should use various approaches in communicating with the public. It is our desire to first use face-to-face contact as much as possible, as this builds relationships. Other methods such as web sites, written communication, public presentations, involvement in voluntary programs, etc. should be used also. To meet this objective the following actions are planned:

(1) Internet. Update by May 1, 2002 and maintain monthly a web site that contains pertinent information pertaining to the cultural resources program.

(2) Newsletter. Complete an initial newsletter by October 1, 2002 that highlights significant activities of the cultural resources program and promotes stewardship of significant sites.

(3) Outreach. Complete five (5) instances of public outreach through volunteer archeological projects, volunteer site stewards, campground talks, brochures, visitor center displays, Eco-meets, school speaking engagements, Math and Science nights, etc.

(4) Program Exposure. Participate in at least two (2), local, regional or national conferences pertaining to cultural resource topics. Present papers, man booths, and handout literature as appropriate to communicate positive working relationships and activities of the Omaha District and the Corps of Engineers.

iv) Objective. Comply with Native American Graves Protection and Repatriation Act (NAGPRA) requirements in a proactive manner. The NAGPRA requires that federal agencies and federally funded institutions inventory any human remains and funerary objects in their possession. The inventory is preparatory to the repatriation process, in which remains are returned to identified Native American, Alaskan, or Hawaiian descendants. These descendants may be individuals of a direct lineage, or a group sharing a common ancestry. To meet this objective the following actions are planned:

- (1) Complete a Standard Operating Procedure (SOP) for completion of NAGPRA related duties. Implement as required. *Complete July 2001.*
- (2) Submit an itemized budget request to the Curation Center of Expertise for South Dakota NAGPRA requirements annually.
- (3) Maintain a list of curation facilities and inventories for Omaha District properties/artifacts. Update the list periodically.
- (4) Ensure inspection of curation facilities occurs every 3 years.

v) Objective. Complete all Section 106 compliance (civil works planning studies, routine operation & maintenance, real estate actions, 404 permit, etc.) requirements on time and within budget. On a regular basis, District archeologists process Section 106 actions for a variety of civil works studies, O&M activities, Real Estate actions and leases, and Regulatory permits. Every Section 106 action has certain elements in common. First, a file search is done for the area of impact. This can be accomplished by consulting the cultural resources reports if the impact area (legally known as the Area of Potential Effect, or APE) is on Omaha District lands. If the impact area (APE) is outside Omaha District lands, a file search is conducted by contacting the State's archeological records office. The site location and survey information (if any) for the APE is retrieved for the archeologist. The archeologist uses this information to determine if a survey is necessary. The District archeologist's decision (actually, the District position) is sent within a letter, to the State Historic Preservation Officer (SHPO) or the Tribal Historic Preservation Officer (THPO). The SHPO or THPO agrees or disagrees with that decision. If the District concurs and decides to have a survey conducted, the APE is surveyed by staff archeologists or a professional contract archeologist is hired to do the survey. If a site or sites are found, they are tested to determine their eligibility to the National Register of Historic Places, often through small-scale excavation projects. If the site or sites turn out to be "not significant", the project can proceed. If the site or sites turn out to be "significant" (eligible for the National Register) and the site will be adversely impacted by the proposed project, a mitigation plan is developed by all parties in the form of a Draft Memorandum of Agreement (MOA). This draft MOA is then reviewed by all parties, mutually satisfactory changes are made, and all parties sign a final MOA. These Section 106 actions can vary from simple (such as a Section 106 compliance letter to the SHPO with the results of the file search and the District opinion) to complex (such as a Programmatic Agreement, detailing what sorts of project impacts will trigger what

sorts of Section 106 compliance actions, to be agreed to and signed by many different parties). To meet this objective the following actions are planned:

- (1) Receive and log a request for service for each requirement.
- (2) Receive an agreed upon schedule and budget for each requirement requested.
- (3) Utilize a tracking system for all Section 106 actions.
- (4) Complete an MOA for all significant sites that will be adversely affected by a Federal action.

d) GOAL (Communication). Make coordination, communication and consultation with all interested parties an integral part of cultural resource activities.

i) Objective. Respond to all public and private requests with accurate and timely responses. Communication with the public is essential in maintaining and enhancing the external view of the cultural resource program. External customers deserve prompt responses to inquiries. Responses should be professional in nature, well thought out and coordinated, and focused toward what they want to know. To meet this objective the following actions are planned:

- (1) **Receipt.** Receive requests in a professional and understanding manner by emphasizing effective listening skills. Clarify the request as needed and agree upon a reasonable response date.
- (2) **Response.** Meet and/or beat the agreed upon response due date. If you will not be able to meet the agreed upon schedule, contact the requestor and inform them of the delay.
- (3) **Track.** Utilize a tracking system to assure compliance with suspense and due dates.

ii) Objective. Update, communicate and consult with the appropriate tribes on all cultural resource activities. An official and working Consultation process is needed to be effective in communicating on a government-to-government basis. This outlines the process that will be followed, provides a consistent method for involvement and can be applied to various situations that the program faces. To meet this objective the following actions are planned:

- (1) **Follow District consultation plan.** Ensure that consultation with Tribes is carried out in accordance with the Omaha District Native American consultation plan.
- (2) **Contact.** As a group, meet with all tribes prior to the end of May 2002, to discuss general issues related to the cultural resource program and provide project specific updates and information sharing.
- (3) **Training.** Provide training opportunities for tribal personnel at volunteer projects, on-site, or in a classroom setting.
- (4) **Involvement.** Formally and informally invite tribal members to volunteer projects, bank stabilization activities, field trips to select sites for stabilization, and any other activities that would provide an opportunity for outreach and mutual

understanding. Whenever possible, seek to alleviate any travel hardships through invitational travel orders.

(5) Working Group Teams. Involve appropriate tribal representatives in the cultural resource teams listed under goal b).

iii) Objective. Coordinate all appropriate cultural resource activities with the State Historic Preservation Officer (SHPO), Tribal Historic Preservation Officer (THPO), and as needed the Advisory Council on Historic Preservation (ACHP). Involvement of appropriate parties from the beginning helps the decision-making process go smoother. It is imperative and required that we involve the SHPO's in all the actions that we take. To do so will allow us to prevent stumbling blocks to success. The involvement of the ACHP is recommended so that we can garner their knowledge and expertise in the issues that we confront. To meet this objective the following actions are planned:

(1) Involvement. Purposefully involve, either verbally or in-person the SHPO and ACHP representatives in all cultural resource activities.

(2) Correspondence. Copy-furnish all appropriate correspondence to the SHPO and ACHP.

(3) Update. Periodically update the SHPO and ACHP of Corps activities through personal contact, phone contact or distribution of newsletter materials.

iv) Objective. Complete and comply with Programmatic Agreements and Memoranda of Agreements. Section 106 requires and recommends MOA's and PA's be utilized between parties to define the requirements each has to successfully complete to implement the Section 106 process. It makes sense that parties proactively approach potential actions rather than react to known events. Therefore we support entering into agreements that further the cooperative working relationship that we need with our customers, other agencies and tribal governments. To meet this objective the following actions are planned:

(1) Develop Agreements. Complete MOA and PA actions where required by law or where it would be mutually beneficial to all parties involved.

(2) Execute Agreements. Comply with the requirements of the agreements. If unable to comply or meet an agreement requirement, other parties to the agreement should be notified immediately. Acceptable resolution should be agreed upon.

(3) Track. Document and track compliance activities associated with the PA and/or MOA.

v) Objectives. Complete an interpretive program at each project that can be used to educate and inform the public. To be able to promote public participation and interest in the cultural resource program, it is essential that they understand who we are, what we do and why we are doing it. The interpretive program is a key mechanism to increasing public understanding of the program. The interpretive process takes a technical topic and simplifies it so the public can relate it to their own experiences. Once the public can understand the program then they can take part in the protection and

preservation of our nations resources. To meet this objective the following actions are planned:

(1) Interpretive Programs. Complete cultural resource interpretive programs as necessary to supplement public education programs. Complete at least one every two years.

(2) Program Development. Utilize an interpretive specialist to complete the program.

vi) Objective. Educate, communicate and participate in Military, Hazardous, Toxic and Radioactive Waste (HTRW), and Work for Others program activities as requested. Two areas of future growth for the cultural resource program exist in the Military and HTRW programs. Unfortunately there appears to be a lack of understanding of the Section 106 process among these groups. Therefore it is important that we take the time to educate the people within these programs on the process and how it can affect their projects. This education will promote the program, proactively handle cultural resource issues and heighten awareness of the importance of preserving our heritage. To meet this objective the following actions are planned:

(1) Military Programs. Use District archeologists' expertise to support military activities, base realignments and closings, new construction activities, new mission assignments, restoration of military quarters, through the appropriate compliance with Section 106 of the National Historic Preservation Act of 1966, as amended.

(2) Education. Use effective communication, presentations, etc. to make Military, HTRW and Work for Others personnel aware of NEPA responsibilities, both the endangered species compliance and the Section 106 compliance.

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